

# **State of Alaska FY2003 Governor's Operating Budget**

## **Department of Corrections Performance Measures**

# Contents

Governor's Key Department-wide Performance Measures for FY2003.....	3
<b>Administration &amp; Operations Budget Request Unit.....</b>	<b>7</b>
Key Performance Measures for FY2003.....	7
<b>BRU/Component: Parole Board.....</b>	<b>18</b>
Key Performance Measures for FY2003.....	18

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**Governor's Key Department-wide Performance Measures for FY2003**

**Measure:**

Maintain inmate populations within the emergency capacity of each institution.

**Alaska's Target & Progress:**

In FY2002, the Department has experienced a fairly dramatic housing shortage for the first time since November 1999, causing an increase in the percentage of days over emergency capacity. This appears to be due to a large increase in pre-trial detainees who are remaining incarcerated pending disposition for longer periods of time.

**Benchmark Comparisons:**

The final order in Cleary, nearly a decade ago, required the Department to bring its population under emergency capacities established in the class action lawsuit. The Department has been working to comply since then.

**Background and Strategies:**

Due to increased state population, more criminal enforcement and longer sentences, the State's prison population has increased. The Department has developed and implemented a long-term plan. In FY2000, the court reduced the scope of monitoring in the Cleary class action by ending the monitoring of both women and the population in House One at Spring Creek. In August 2001, the provisions of the Cleary Settlement Enforcement were suspended and court ordered monitoring ceased.

**Measure:**

Minimize the number of major incidents.

**Alaska's Target & Progress:**

The target is to have no major incidents. During FY2001 there were two major incidents in our state institutions. There had previously not been a major incident since 1995. The two major incidents resulted in fatalities, one while incarcerated at Sixth Avenue Correctional Center and one at Ketchikan Correctional Center.

**Benchmark Comparisons:**

The State has established its own benchmark by not having any major incidents for many years prior to these incidents.

**Background and Strategies:**

Maintaining in-state institutions below their emergency capacities and ensuring an adequate number of properly trained staff are critical components to preventing major incidents. As the State responds to decreasing revenues, it is important to ensure that public safety is not compromised.

**Measure:**

Increase probation and parole supervision of offenders through increased monitoring and accountability programs.

**Alaska's Target & Progress:**

The FY 2001 department-wide average monthly supervision caseload was 4543; the annual number of pre-sentence reports was 1282. General supervision caseloads per Probation Officer (P.O.);

- Anchorage, 6 of 14 caseloads exceed 90 medium/maximum offenders (these P.O.'s do not write pre-sentence reports).
- Palmer, 3 of 5 caseloads exceed 90 medium/maximum offenders.
- Fairbanks, 2 of 8 caseloads exceed 90 medium/maximum offenders (these P.O.'s do not write pre-sentence reports).

**Benchmark Comparisons:**

Based on Alaska caseload experience and information obtained from other areas:

- Establish optimal monthly caseloads of a Probation Officer who is not preparing pre-sentence reports at 70-75 offenders.
- Establish optimal monthly caseloads of a Probation Officer who is preparing pre-sentence reports at 60-65 offenders.
- Establish optimal monthly specialized caseloads of a Probation Officer for DWI, Sex Offender and Mental Health cases at 45-50 offenders.

**Background and Strategies:**

The number of offenders on probation/parole during the last four fiscal years has increased by 411 felons, primarily in the Anchorage, Palmer and Fairbanks areas.

1998 Average monthly caseload statewide: 4132

1999 Average monthly caseload statewide: 4388

2000 Average monthly caseload statewide: 4492

2001 Average monthly caseload statewide: 4543

As the number of offenders on probation/parole continues to increase, it will become necessary to increase the number of probation officers providing supervision.

Caseloads over the benchmark standard for supervision make it more difficult to protect public safety.

**Measure:**

Increase Substance Abuse (Alcohol and Other Drug) Interventions for Offenders.

**Alaska's Target & Progress:**

On October 16, 2000 the Men's Residential Substance Abuse Treatment (RSAT) program opened at Wildwood Correctional Center. The 42-bed in-prison long term residential treatment program is currently filled to capacity. The waiting list, limited to 15, is maintained continually. Population surveys reveal a minimum of 85 offenders at any given time would qualify for the program. Since opening, the program has admitted 84 men.

In Alaska, the Women's Residential Substance Abuse Treatment (RSAT) program opened Nov. 1, 1998. It is an in-prison long-term residential treatment program. As of Sept. 30, 2001, 206 women have been admitted to this intensive level of care. Currently there is no wait list for this program.

**Benchmark Comparisons:**

Many jurisdictions are showing success, measured by reduced recidivism, by implementing in-prison residential treatment programs that address addiction issues in conjunction with life skills and behavioral changes.

**Background and Strategies:**

Many chronically addicted offenders who have a history of substance abuse related crimes need the services of a 6-12 month residential treatment program that addresses addiction issues in conjunction with life skills and behavioral changes. Without such intervention, they inevitably return to their substance abuse and criminal behavior. In order to

improve substance abuse interventions for offenders, the Department is striving to increase the number of offenders participating in RSAT programs while incarcerated.

**Measure:**

Increase education services for offenders in institutions.

**Alaska's Target & Progress:**

The department has improved education services for offenders in the areas of secondary and post-secondary programming for youth offenders and through distance education during FY 2001.

In partnership with the Kenai Peninsula School District, the Department provides a comprehensive education program for youth offenders at the Spring Creek Youth Offender Program. This program offers youth offenders the opportunity to earn their high school diploma. In FY 2001, the Department obtained a Workplace and Community Transition Grant that will be used to assist youthful offenders with the costs of post-secondary academic and vocational education or related services. The grant will cover services for up to 40 offenders, defined as offenders under 26 who are within five years of release or parole eligibility. Offenders in the Spring Creek YOP will be the first beneficiaries of these funds; however, other offenders throughout the system will be eligible in following year, as stipulated by the grant.

In FY 2001, the Department began its second year as a partner state with the Corrections Learning Network. Distance learning satellite equipment was installed at most of the correctional facilities during the year and education staff were trained in the use of equipment and availability of programs to supplement existing services.

**Benchmark Comparisons:**

Although scientifically based research in the area is limited; there is some indication of a positive relationship between correctional education and post-release success. Negative behavior within the correctional system also may be positively impacted by such participation.

**Background and Strategies:**

In 1990, the Correctional Education Association estimated that 75% of adult American inmates were illiterate. Other researchers estimate the average reading level to be at or below the fifth grade and that more than half of all prison inmates have not finished high school. Limited studies conducted on Alaskan inmates indicate that the adult inmates and the youth offenders experience these same limitations, including the need for special education services.

Educational services are severely limited within the Department's institutions. In FY 2001, the department obtained a workplace and community transition grant that will enable youth offenders to enroll in post-secondary academic and vocational programming. Vocational programming continues to be limited for those offenders who do not meet the criteria established through the grant.

**Measure:**

Expand the Management Information System to include medical, clinical and programmatic data.

**Alaska's Target & Progress:**

The new core information modules for tracking and monitoring offenders in Institutions and Community Corrections went on line November 12, 2001. The essential elements of the medical, clinical and programmatic data expansion will be operational in the new Management Information System by the second quarter of FY2003.

**Benchmark Comparisons:**

Prior to 1995, there was no department-wide LAN/WAN network infrastructure for information and communication systems. In order to modernize the management information system for Institutions and to develop an information system for Community Corrections and Medical, a department-wide microcomputer based LAN/WAN infrastructure was implemented in FY1997 and FY1998. A client server management information system was procured through a competitive bid process, which resulted in a multi-state collaboration development contract.

**Background and Strategies:**

The Department has recognized its need for more accurate data to track recidivism and for other data driven functions. To this end the Department has been working since 1995 toward the development and implementation of the network infrastructure and the new core management information system.

## Administration & Operations Budget Request Unit

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### Key Performance Measures for FY2003

**Measure:**

The percentage of divisions that meet assigned performance measures.  
Sec 39.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

For FY2002, the department was assigned 31 measures in Sections 38-47 of Chapter 90, SLA 2001. The Department is currently establishing targets and benchmarks for some of these measures.

**Benchmark Comparisons:**

Every division should meet its assigned performance measures once baseline targets and benchmarks have been established for every measure.

**Background and Strategies:**

The Commissioner has oversight for the entire Department of Corrections, including the Divisions of Institutions and Community Corrections. While the Department has budgetary responsibility for the Parole Board and the Alaska Correctional Industries boards manage these agencies. Teleconferences and meetings are held by the Commissioner's Office to discuss performance measures for each Division.

**Measure:**

The number of convicted felons released in a calendar year who return to incarceration after being convicted of a new felony within one year, two years and three years after release.  
Sec 39.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

Based on data from offenders released in 1997:  
76 or 17.67% returned in 1998  
40 or 9.3% returned in 1999 and  
31 or 7.21% returned in 2000  
The collective rate for this 3-year period was 34.3%

**Benchmark Comparisons:**

According to the 2000 Criminal Justice Institute Adult Corrections Yearbook, the average recidivism rate among 39 jurisdictions was 33.8%. Agencies track the inmates for three years on average following release from prison.

**Background and Strategies:**

The definition of recidivism in the Corrections Yearbook is "percentage of inmates being incarcerated for a new charge who have served a prior sentence."

**Measure:**

The number of days in which the department's facilities are filled at greater than their emergency capacity.  
Sec 39.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

By frequent movement of inmates between facilities and transfers of many to the contract facility in Arizona, the Department has maintained the correctional institutions below their emergency capacity. During FY2001 the Department had a total of 5,475 facility days with only 339 days over capacity for a rate of .06%. In the first four months of FY2002 the Department has experienced an over emergency capacity rate of 2% (391 facility days out of 1845).

**Benchmark Comparisons:**

The Cleary Final Settlement Agreement, established over a decade ago, required the Department to bring its facilities' populations to no more than the emergency capacities established in the class action lawsuit.

**Background and Strategies:**

Due to increased state population, more criminal enforcement and longer sentences, the State's prison population has increased dramatically. The Department has developed and implemented a long-term population management plan. In FY 2000, the court reduced the scope of monitoring in the Cleary class action lawsuit by ending the monitoring of both women and the population in House One at Spring Creek. In August 2000, the Department filed its motion to terminate the class action litigation under AS 09.19.200 (Alaska's Prison Litigation Reform Act).

**Measure:**

The average time taken to respond to complaints and questions that have been elevated to the Commissioner's Office.  
Sec 39.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

Goal is to respond to all written inquiries within a reasonable timeframe; not to exceed 15 calendar days.  
Averaged response time for period July 2001 – October 2001: 5.2 calendar days.  
Response time was calculated by dividing the sum of days lapsed by the number of inquiries.

**Benchmark Comparisons:**

15 calendar days is a sufficient amount of time for most responses.

**Background and Strategies:**

The Commissioner's office must be timely in its response to the community. Every attempt is made by the Commissioner's office to appropriately refer questions, or to respond directly, in order to facilitate a timely response. In developing this year's analysis ("number of inquiries") the department employed the following guidelines:

1. "Complaints and questions" must have been in writing;
2. Only "public" inquiries were considered; and
3. "average time taken" was based upon calendar days.

**Measure:**

The cost of the division compared to personnel costs for the department.  
Sec 40.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The total departmental personnel expenditures for FY01 were \$89,027,900. The total expenditures for the Division of Administrative Services (Components: Administrative Services, Data and Word Processing, and Facilities) were \$4,071,300 or 4.6 % of the Department's personal service expenditures.

**Benchmark Comparisons:**

This average should not exceed 5%.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 80,000 payroll and vendor warrants per year.

**Measure:**

The number of late penalties incurred for payroll divided by the number of paychecks issued.  
Sec 40.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The total number of late payroll penalties incurred during FY2001 was two out of approximately 30,000 warrants issued = .00006%

**Benchmark Comparisons:**



Payroll penalties incurred should be maintained at no more than ½ of 1%.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 30,000 payroll warrants per year.

**Measure:**

The number of late penalties incurred for vendor payments divided by the number of vendor payments issued.  
Sec 40.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

248 late penalties incurred out of 50,268 vendor payments issued = .005%

**Benchmark Comparisons:**

.005% is a reasonable expectation given the ratio of staff to volume of vendor payments issued.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, processing over 50,200 vendor warrants per year.

**Measure:**

The number of complaints received concerning payroll errors divided by the number of paychecks issued.  
Sec 40.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

There were 72 complaints for over 30,000 paychecks issued which equals .0024 percent.

**Benchmark Comparisons:**

The Department of Corrections has a very complicated payroll due to the 24-hour coverage required for operations. A complaint ratio of .0024 is very low. This benchmark should be no more than 1%.

**Background and Strategies:**

Paying employees correctly and timely is always an important issue for any administrative services division. The Department strives to have all timekeepers trained in the complexities of bargaining unit agreements and operating 24-hour institutions.

**Measure:**

The number of outstanding audit exceptions divided by the audit exemptions during the fiscal year.  
Sec 40.b.5. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

State Single Audit for the period ending June 30, 2000 reported no exceptions found for the Department of Corrections. The State Single Audit for Period ending June 30, 2001 is currently in process with an expected completion date of approximately March of 2002.

**Benchmark Comparisons:**

Maintaining zero audit exceptions.

**Background and Strategies:**

The Administrative Services Division provides fiscal, budget, procurement, facilities maintenance, personnel and computer support to the departments' 1,300 employees at 32 sites including 12 correctional facilities, and processes over 80,000 payroll and vendor warrants per year.

**Measure:**

The average medical cost per inmate.  
Sec 41.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001 the medical cost per inmate was \$17.35 per day or \$6,332.75 per year. The department will strive to contain this base of \$17.35 plus inflation and will pursue further cost containment measures and efficiencies. This measure has been revised.

**Benchmark Comparisons:**

Every effort will be made to reduce the cost per inmate below its current level.

**Background and Strategies:**

Every effort is made to provide basic health care needs at a reasonable cost. The National Institute of Corrections assisted with an examination of existing health care services and with recommendations for cost reduction without sacrificing the health and welfare of our inmates. Efforts are underway to introduce some of those recommendations as a part of our Strategic Health Care Plan.

**Measure:**

The amount of inmate co-pay fees collected annually.  
Sec 41.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The current authorization for inmate co-pay fees is \$28,000. During FY2001, \$66,157 in co-pay fees was collected.

**Benchmark Comparisons:**

\$3.00 per visit, except prescriptions.

**Background and Strategies:**

The required co-pay fee has reduced the number of frivolous medical visits thereby allowing the providers to address more appropriate medical concerns.

**Measure:**

Inmates who complete programs successfully divided by the number of inmates enrolled in the program, set out by program.  
Sec 42.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

All statistics below represent July, August and September 2001:

Batterer's Program - 110 participants with 12 successfully completing (11%).

Of the 110 enrolled, 12 were transferred, 6 were released prior to completion, 5 were removed for cause, and 87 remain in the program.

Meadow Creek Correctional Center Sex Offender Program - 67 participants with 5 successfully completing (7%)

Of the 67 enrolled, 1 was released prior to completion, 3 were removed for cause, and 58 remain in the program. 79 assessments were performed.

Lemon Creek Correctional Center Sex Offender Program - 24 participants with 3 successfully completing (13%) and 21 remain in the program.

Adult Basic Education (ABE) - 226 participating with 38 successfully completing (17%)

Of the 226 enrolled, 11 were transferred, 15 were released, 4 were removed for cause, and 158 remain in the program.

GED - 188 participants with 50 successfully completing (27%).

Of the 188 enrolled, 22 were transferred, 8 were released, 7 were removed for cause, and 101 remain in the program.  
Vocational/Technical - 385 participants with 34 successfully completing (9%).  
Of the 385 enrolled, 29 were transferred, 3 were released, 37 were removed for cause, and 282 remain in the program.  
Substance Abuse Programs – 423 participants with 69 successful completions (16%).  
Of the 423 enrolled, 46 were transferred, 4 were released, 30 were removed for cause, and 274 remain in the programs.

**Benchmark Comparisons:**

Batterer's program: A benchmark is being developed.

GED: A 32% completion rate is expected once the new system gets established. FY02 numbers will be low because of the introduction of the system.

ABE: A benchmark is being developed.

Sex Offender treatment, Based on national data and according to the "50 State Survey" commissioned by the State of Colorado, a program completion rate should be approximately 45 – 55%.

Vocational: 15 – 20% for apprenticeship completion

Short term classes 80 – 85% completion rate

Substance Abuse Treatment - A benchmark is being developed this year.

**Background and Strategies:**

An important element to the reintegration of inmates to the community is participation in behavior changing programs. The department is striving to offer more intensive programming, such as the therapeutic communities at Wildwood Correctional Center and Hiland Mountain Correctional Center, to augment the rehabilitative process.

**Measure:**

The number of re-admits who completed inmate programs during previous incarcerations with the department, set out by program

Sec 42.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

Completion of rehabilitation programs is meant to have a positive impact on re-incarceration.

20 inmates were re-incarcerated after having previously completed Inmate Substance Abuse Treatment (ISAT) outpatient program.

8 readmitted with GED completion (2 were released over 10 years prior to being readmitted)

2 readmitted with previous completion of Prison Batterer's Program

1 readmitted with completion of Prison Batterer's Phase I

1 readmitted who had previously completed Hazmat and Hazwopper program.

**Benchmark Comparisons:**

The department is currently developing benchmarks for each program.

**Background and Strategies:**

Completion of rehabilitation programs is meant to have a positive impact on re-incarceration. The department will strive to offer more intensive programming, such as the therapeutic communities at Wildwood and Hiland Mountain Correctional Centers, to augment the rehabilitative process.

**Measure:**

Inmates enrolled in GED programs divided by the number of inmates who have completed inmate programs.

Sec 42.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

369 inmates enrolled in GED programs divided by 50 inmates who have completed inmate programs. This measure is impossible to calculate because the department has no way of determining inmates enrolled in multiple programs thus creating duplications.

**Benchmark Comparisons:**

Establishing a benchmark will have to be postponed until the program component of OTIS is in place prior to the end of FY2002.

**Background and Strategies:**

Clearly, inmates will fare better in the community with a completed education. Nearly every facility has a GED program providing the opportunity for many to elevate their education level. The department is implementing a new Offender Tracking and Information System (OTIS) which will enhance the department's ability to track offender program participation in a meaningful way. Prior to the development of OTIS the department has no means to obtain meaningful data.

**Measure:**

The percentage of program participants who receive jobs after release.

Sec 43.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

This information is still being gathered manually while we try to determine a more efficient method of tracking.

Between January 2001 and October 2001, a total of 56 offenders who had worked in Alaska Correctional Industries (or 3.3%) while incarcerated were released to the community. Of those 56, 18 are working, 24 are not on supervision and therefore cannot be monitored, 10 are not working and 4 were re-incarcerated.

**Benchmark Comparisons:**

Not having the ability to track those offenders who are released without supervision makes it nearly impossible to determine an appropriate benchmark for this measure.

**Background and Strategies:**

As a management tool, Correctional Industries provides inmates with a sense of accomplishment and pride. It also allows those inmates who participate, a chance to feel productive. It reduces the potential dangers of inmate idleness.

The mission of ACI is to assist in the rehabilitation of inmates by providing marketable work skills. Above and beyond the actual skills taught, the inmates learn work ethics that they can utilize inside and outside of prison walls.

**Measure:**

Income divided by expense for each ACI program.

Sec 43.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

Fairbanks Garment = 1.357

Hiland Mtn. Garment = .876

Juneau Laundry = 1.265

Mt. McKinley Meat & Sausage = 1.000

Palmer Auto = 1.987

Spring Creek Furn. = 1.244

Wildwood Furn. = 1.023

All Programs = 1.018

**Benchmark Comparisons:**

The average of all programs should exceed the cost.

**Background and Strategies:**

The basis for having Correctional Industries is three-fold. One is to provide rehabilitative opportunities for offenders, the second to provide goods and services that do not compete with the private sector and the third to reduce the potential dangers of inmate idleness. As in any business, it should show a profit or at least break even.

**Measure:**

The percentage of ACI participants, set out by program, with sentences of

(A) less than 3 years

(B) three years to less than seven years

(C) seven years to less than 12 years

(D) 12 or more years

**Alaska's Target & Progress:**

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FY2003 Governor

Department of Corrections

Page 12

	Unsentenced	% < 3 yrs.	% 3 - < 7 years	% 7 - < 12 years	% = 12 or more years.
<b>Hiland Mountain Garment Shop</b>	26%	39%	13%	9%	13%
<b>Palmer - Autobody Shop &amp; MMK Meats</b>	0	34%	21%	11%	34%
<b>Fairbanks - Garment &amp; Flat Goods shop</b>	30%	57%	13%	0	0
<b>Lemon Creek – Private Co-op &amp; Commercial Laundry</b>	4%	38%	28%	11%	19%
<b>Spring Creek Wood Office Furniture</b>	0%	0%	3%	3%	94%
<b>Wildwood - Furniture &amp; Metal Fabrications</b>	0%	42%	36%	13%	9%

**Benchmark Comparisons:**

The department is in the process of establishing this benchmark.

**Background and Strategies:**

The basis for having Correctional Industries is three-fold. One is to provide rehabilitative opportunities for offenders, the second to provide goods and services that do not compete with the private sector and the third to reduce the potential dangers of inmate idleness.

**Measure:**

The percentage of inmate pay that is used to pay restitution.  
Sec 43.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The percentage of inmate pay used by ACI workers to make restitution payments during FY2001 was .04%. Restitution is the sixth priority listed in AS 33.32.050. The percentage of inmate pay used to pay child support, which is listed as priority number one, was 30%.

**Benchmark Comparisons:**

The department is in the process of establishing the benchmark. The percentage should increase with time, given the effect of the restitution legislation. Judges will likely begin to order restitution as part of the incarceration more often.

**Background and Strategies:**

Alaska Correctional Industries is an opportunity for offenders to earn more money than through the normal gratuity process. Statutorily this money may be used for disbursement, including child support and other obligations.

**Measure:**

The percentage of sentenced inmates who participate in Alaska Correctional Industries.  
Sec 43.b.5. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001, 10.3% of sentenced inmates incarcerated in Alaska were participating in Alaska Correctional Industries (ACI). From July 1, 2001 through October 31, 2001 an average of 11.38% of sentenced inmates incarcerated in Alaska were participating in ACI.

**Benchmark Comparisons:**

An average of 10% of the sentenced population participating in ACI is reasonable given transfers and turnover in some programs.

**Background and Strategies:**

The mission of ACI is to assist in the rehabilitation of inmates by providing marketable work skills. Above and beyond the actual skills taught, the inmates learn work ethics that they can utilize inside and outside of prison walls. As a management tool, it provides inmates with a sense of accomplishment and pride and reduces the potential dangers of inmate idleness.

**Measure:**

The number of inmates assaulted by staff while in custody.  
Sec 44.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001 there were 0  
FY2002 July 1, 2001 through October 17, 2001 there was 1 assault.

**Benchmark Comparisons:**

The Department has a zero tolerance policy regarding assaults on inmates by staff.

**Background and Strategies:**

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. The Department strives to maintain a safe environment for inmates and staff alike.

**Measure:**

The number of inmates assaulted by other inmates while in custody.  
Sec 44.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

FY2001: 25  
FY2002 July 1, 2001 through October 17, 2001: 12

**Benchmark Comparisons:**

The Department strives to keep this statistic to a minimum. Our percentage is .6%, which is one of the lowest in the Criminal Justice Institute's 2000 Corrections' Yearbook. The national average is approximately 3.0%.

**Background and Strategies:**

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. We strive to maintain a safe environment for inmates and staff alike.

**Measure:**

The number of inmate suicides.  
Sec 44.b.3. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

FY2001: 4  
FY2002 (7/1/01 through 10/17/01): 0

**Benchmark Comparisons:**

Though there will inevitably be suicide attempts, the Department strives to prevent all such actions.

**Background and Strategies:**

Sound correctional practices dictate that inmates are more easily managed when they feel safe in their daily lives. We strive to maintain a safe environment for inmates and to provide mental health screening to identify those who are at-risk.

**Measure:**

The average cost per day per inmates.  
Sec 44.b.4. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

\$114.37 per-day per inmate.

**Benchmark Comparisons:**

Cost is population driven.

**Background and Strategies:**

To provide the most efficient and cost effective services available while maintaining public protection as the departments number one priority.

**Measure:**

Inmates on felony probation divided by the number of probation officers set out by geographical area.

Inmates on felony parole divided by the number of probation officers set out by geographical area.  
Sec 45.b.1 & 2 Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

The number of probationers and parolees are combined as Probation Officers supervise both and they do not track the distinction.

The Northern Region has 19 probation/parole officers for 1043 supervised (not counting absconders) = 55 average caseload

The Southcentral Region has 41 probation/parole officers for 3546 supervised cases (not counting absconders) =86 average caseload

The Southeast Region has 8 probation/parole officers for 389 supervised cases (not counting absconders) 49 average caseload.

Caseloads vary, of course, depending on location and whether or not they are specialized caseloads.

**Benchmark Comparisons:**

- Establish optimal monthly caseloads of a Probation Officer who is not preparing pre-sentence reports at 70-75 offenders.
- Establish optimal monthly caseloads of a Probation Officer who is preparing pre-sentence reports at 60-65 offenders.
- Establish optimal monthly, specialized caseloads of a Probation Officer for DWI, Sex Offender and Mental Health cases at 45-50 offenders.

**Background and Strategies:**

The number of offenders on probation/parole during the last four fiscal years has increased by 411 felons, primarily in the Anchorage, Palmer and Fairbanks areas.

1998 statewide average monthly caseload: 4132

1999 statewide average monthly caseload: 4388

2000 statewide average monthly caseload: 4492

2001 statewide average monthly caseload: 4543

As the number of offenders placed on probation/parole continues to increase, it will become necessary to increase the

number of probation officers providing supervision.

Caseloads higher than the benchmark standard for supervision make it more difficult to protect public safety.

**Measure:**

Probationers arrested set out by geographical area.

Parolees arrested set out by geographical area.

Sec 45.b.3 & 4 Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

July 1, 2001 through September 30, 2001

Northern Region – 146 = 14%

Southcentral Region – 165 = 5%

Southeast Region – 59 = 15%

**Benchmark Comparisons:**

The department is currently establishing this benchmark.

**Background and Strategies:**

Monitoring the percentage of arrests for offenders on supervision, by geographical area is one method for looking at an outcome variable in different parts of the state. The department hopes to be able to tell from this information the areas of weakness or strength and try to determine what factors influence the rates of arrest.

**Measure:**

The total cost of the program compared to the number of participants.

Sec 46.b.1. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001 the Department collected \$287,900 in receipts from offenders participating in the electronic monitoring program. Total program expenditure for FY01 was \$410,400 (all funds). During the fiscal year 405 offenders were placed in the program. This does not reflect cost avoidance by placement on Electronic Monitoring rather than hard or soft bed placement.

**Benchmark Comparisons:**

As the program is currently structured, over 50% of the cost is collected in fees.

**Background and Strategies:**

Electronic monitoring can provide a cost-effective alternative method of supervising low risk offenders who would otherwise be placed in expensive hard or soft beds in an institution or Community Residential Center (CRC). To date it has proven to be a successful program.

**Measure:**

The number of participants failing the program compared to the total number of participants set out by geographic location.

Sec 46.b.2. Ch 90 SLA 2001(HB 250)

**Alaska's Target & Progress:**

During FY2001, 294 offenders in Anchorage participated in the electronic monitoring program. Of those, 192 successfully completed, 26 terminated and the remainder continued to be monitored. This is equal to an 8.8% failure rate. In Fairbanks, during FY2001, 103 offenders participated in the program. Of those, 87 successfully completed and 6 terminated. This is equal to a 5.8% failure rate. In Juneau, 8 participated in the program and successfully completed with a 0% failure rate.

**Benchmark Comparisons:**



The Department considers a 10% non-completion rate to be an acceptable percentage.

**Background and Strategies:**

Electronic monitoring can provide a cost-effective alternative method of supervising low risk offenders who would otherwise be placed in expensive hard or soft beds in an institution or CRC. To date it has proven to be a successful program.

## BRU/Component: Parole Board

(There is only one component in this BRU. To reduce duplicate information, we did not print a separate BRU section.)

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## **Key Performance Measures for FY2003**

### **Measure:**

The change in the number of discretionary parolees who are arrested and returned to the custody of the Department of Corrections each year.

Sec 47.b.1 Ch 90 SLA 2001(HB 250)

### **Alaska's Target & Progress:**

Year 2000 – 21

Year 1999 – 23

Year 1998 – 21

Year 1997 – 18

### **Benchmark Comparisons:**

20 – 25 per year as this number has been fairly constant over time.

### **Background and Strategies:**

The expectation for discretionary parole would be that those offenders pose a lower risk for re-offending than other offenders because they have been screened by the Parole Board for behavior and achievement.

### **Measure:**

The percentage of monitored parolees who are employed each calendar quarter.

Sec 47.b.2 Ch 90 SLA 2001(HB 250)

### **Alaska's Target & Progress:**

For the 1<sup>st</sup> quarter of FY2002, the pool consists of all parolees released since July 1, 2001. Of those released, 44% were employed, 6% were in full-time school or treatment, 6% were disabled, 1% retired, 4% recently released and searching, 3% recently laid off, 1% went out of state on Interstate Compact, 4% absconded, 4% had no reason not to be employed and 27% were re-incarcerated.

### **Benchmark Comparisons:**

It is extremely difficult to determine an appropriate benchmark for the employment of felons on parole. Many outside factors such as regional unemployment numbers, economic indicators, etc. must be considered. The department will monitor the numbers throughout the year and try to establish a realistic and appropriate benchmark.

### **Background and Strategies:**

Employment can be considered one of the factors that keep offenders from returning to prison. There is pressure on offenders monitored on parole to be gainfully employed. There are consequences if they are non-compliant without a valid reason.